CALGARY 2020

CALGARIANS

CHOOSING

THEIR FUTURE

TODAY .

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Calgarians choosing their future today...

In October 1988, the provincial Minister of Municipal Affairs challenged Alberta's local governments to prepare "preferred vision" statements to help shape their futures.

Calgary responded. Our City Council created a Task Force who asked for citizen involvement. In the end, 33 groups comprised of 300 individuals contributed. Twenty of these groups offered either:

A. "Special Perspectives"
eg. - different age groups included children, teens, post-secondary students, seniors;

B. "Particular Themes"
eg. - economic/business, labour, urban planning/design, heritage, environment, health, safety/security, religious, disabled; or

C. "Various Backgrounds"
eg. - native, ethno-cultural.

The remainder were selected from a cross-section of Calgary communities to ensure a generalist overview of what was important to Calgarians.

Each group met at least twice, investing a minimum of six hours to provide meaningful input. This vision of ***Calgary ...2020*** *has evolved from community discussion around three major issues:*

1. *What are the characteristics of Calgary that have contributed most to our quality of life ?*
   (What should we preserve and enhance as we progress into the next century ?)

2. *What major issues confront Calgary — concerns that must be addressed to ensure the kind of future we want for our children ?*

3. *Assume you are a member of a small group responsible for shaping Calgary over the next 30 years. When your work was done, what would you have created ? What would you have left for the next generation of Calgarians?*

The consensus that emerged was startling...

The broad spectrum of participants, along with the Task Force, isolated a few common critical issues and dreams. The job of the Task Force then, was to sort, evaluate and be true to the values voiced by the citizens — right down to their actual quotes. ***Calgary ...2020*** *is our collective dream, a target for which we all agree is worth aiming.*

An adventure in reading about our future...

Beginning with page five and ending on page 36, ***Calgary ...2020*** *has been written with a bit of a twist. Rather than recite a litany of all the thoughts, desires and dreams of the hundreds of people who participated in the exercise, we project into the future and speculate how our sons, daughters and grandchildren would describe* ***Calgary in the year 2020...*** *it is a picture of what success would look like if we achieved the vision of 1989.*

Remember: "visioning" is an exercise in thinking about a preferred future, not an exercise in documenting the nightmares that might lay ahead — "an avoid-at-all-costs future". Visions, by the nature of the exercise, tend toward sounding "Utopian" and this one is no different. Nevertheless, the Calgarians involved in developing the vision believe it is a realistic, achievable goal. It is intended to captivate our imaginations and help focus our energies over the coming years.

The ***Calgary ...2020*** *Task Force,*
Calgary, 1989.

Guideposts to Calgary ...2020

Calgary's vision of 2020 is complex. Many decisions will have to be taken along the thirty year route ahead to achieve the description you read in the following pages. The following "guideposts" reflect the major components of our vision and help the committed citizen determine the best choices and paths to follow.

1. *People come first. A successful city invests in its children, education and training, strong communities, and quality work environments.*
2. *We are our past. The best choices for the future will build on our heritage, our values and our strengths.*
3. *Our prosperity in the past has been based on hard work, innovation and entrepreneurship. Our future depends on modern, aggressive approaches.*
4. *Our natural environment is perhaps our greatest asset. All plans, programs and activities must be sustainable. We are stewards for our children.*
5. *Calgary must make healthy decisions. A positive future will depend on people committed to wellness and supportive living conditions.*
6. *Calgarians are community-minded volunteers. Interdependence and self-help remain the key to the future.*
7. *Calgary is a city of many ethnic origins. We accept the challenge of reaching for our multi-cultural potential.*
8. *From time to time any Calgarian may be disadvantaged. Community success can be determined by the manner in which we provide one another with opportunities and incentives to improve the quality of life.*
9. *Calgary is proud to be a safe and secure city for all. Any abuse is simply unacceptable.*
10. *Our governments are extensions of ourselves and our communities. Citizenship and involvement are assumed in Calgary.*

Calgarians will define the job ahead. ***Calgary ...2020*** *is a challenge to the community. It will be met only through cooperation and community leadership.*

WELCOME TO
THE YEAR
...2020

The foundations of

***CALGARY ...2020**:*

Calgary's rich heritage

and

resourceful people have

produced a healthy,

diverse economy.

Our rich heritage...

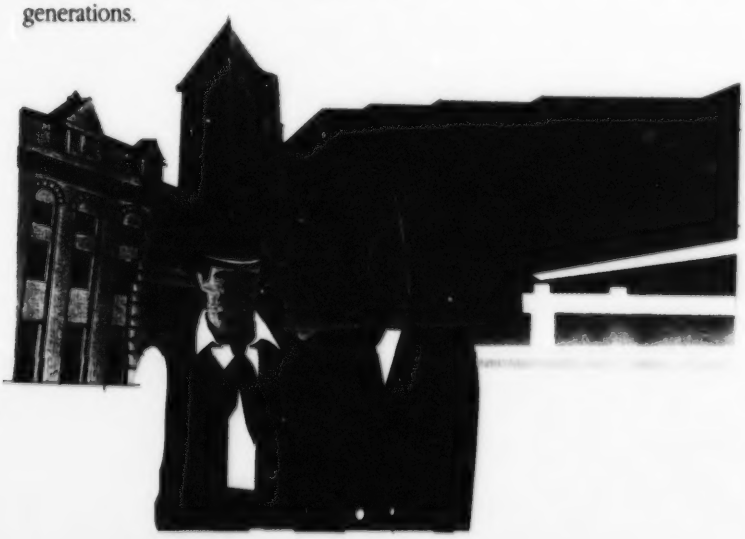
Calgarians celebrate their western heritage year-round in everyday life, as reflected in our buildings, the environment, landmarks, and events.

The story of Calgary is told at Fort Calgary, in our extensive archives, at our new municipal museum; in local literature and throughout our schools. Interspersed among shining, hi-tech architecture are proud monuments to Calgary's frontier past; a city dotted with well-kept, re-conditioned older buildings and street fronts. Our changing historical context is displayed as a living exhibit at Heritage Park, and in neighbourhoods that have sought historical designation. A new permanent exhibit chronicles life at the end of the 20th century — 2020 capitalizes on human experience and achievement.

In spite of the massive changes in our society which seem to occur at an ever more dizzying pace, Calgarians have remained focused on preserving and enhancing who we are — our unique spirit of friendliness, openness and independence is a solid foundation for future generations.

"We have developed a real sense of pride of place. We appreciate the passage of time and our historical circumstance. We save the things we know and identify with... heritage provides us with a continuum during times of change."

Citizen's vision
Calgary, 1989



And resourceful people...

The people of Calgary represent a unique combination of independence and cooperation. To this day, our values of hard work, community commitment, tolerance and acceptance of diversity nurture the pioneering spirit of our heritage. We have struck a balance between the individuals and their rights, and the individuals and their responsibilities or obligations to the community. Personal responsibility and community self-help are hallmarks of our collective value system.

The basic values of pride in our city, the enjoyment of natural environments, participation in community life, and the right to meaningful employment and security, are open to all citizens regardless of age, ability, background or status. Calgarians have evaluated the lifestyle options open to them. Many have gone 'high-tech' with 'smart houses' and 'electronic recreation rooms', while many are going to a 'back to basics' approach to life that focuses on conservation, simplicity and community. The spiritual life of our city is vibrant as our many churches provide leadership that reinforces the traditional values of our community. Interfaith forums provide arenas for understanding and diffusing social issues.

"Our people are bright, energetic, ambitious, creative and optimistic with high levels of education and training. Our spirit, self-reliance, resourcefulness and independence combine to make entrepreneurship the key to our success in all endeavours."

Citizen's vision
Calgary, 1989

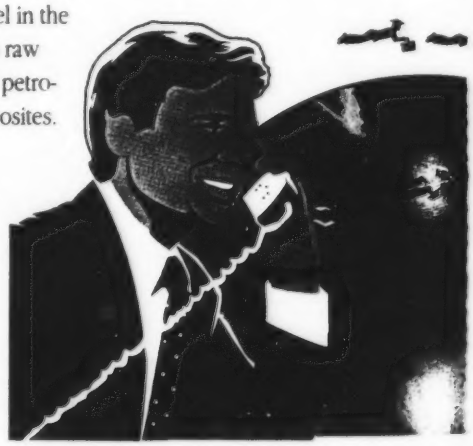
Have produced a healthy and diverse economy...

Calgary has weathered the structural storms and fluctuating growth of the late 20th century. As they entered the 1990s, Calgarians set a course to build one of the healthiest urban economies in the nation by 2020. Their achievements were realized through careful, joint efforts of the private sector; municipal and provincial governments; education; social and community groups — in short, all Calgarians.

"Our prosperity in the past has been based on innovation and entrepreneurship. Our future lies in utilizing modern, aggressive approaches to develop a sustainable economy."

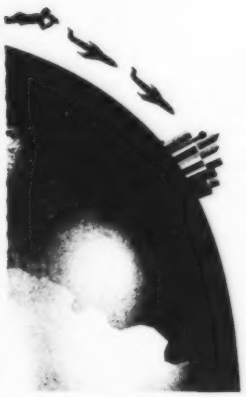
Citizen's vision
Calgary, 1989

The knowledgeable, mature hydrocarbon energy sector has taken a leadership role in developing hydrogen, fusion, solar and wind technologies. Our oil and gas reserves, the mainstay of our economy as a fuel in the 20th century, have grown in value as raw materials used in the manufacture of petrochemicals for new plastics and composites.



We have diversifed beyond energy and agriculture into sectors that we were labelling "emerging technologies" in the late 20th century. We have made major investments of skilled people, research, and capital in: biotechnology and value-added food production; microelectronics and communications; medical research; cold weather technology; film-making; pollution control; waste management and recycling; computer software applications; and robotics. These 'leading edge industries' have become cornerstones of our broad-based economy.

We continue to grow as an entrepreneurial trading city with business boundaries that have become international in scope. Sectors we focused on heavily in the '70s, '80s and '90s, such as tourism and the hospitality industries; sport medicine and technology; education and the export of knowledge have become vital engines of growth. We are known as hosts, consultants and educators to the world. As a major international convention center, tourist destination, and venue for world-class sporting and cultural events, Calgary has become a place where knowledge is developed and exported — a centre of excellence for business development and education.



Calgary has become a distribution centre for the mid-west. Our intermodal port and first-class, locally-managed international airport have provided the catalyst for many small manufacturing enterprises that thrive on a high quality of life and easy access to world components and markets.

The Information Port, a concept promoted by the Calgary Economic Development Authority in the late 1980s, has exceeded our expectations. The retrieval, development and marketing of information has grown quickly into one of our primary economic drivers. Founded on the most modern telecommunications infrastructure, Calgary now utilizes the world's information resources to full advantage in leading the development of products and services related to the post-industrial economy — The Information Age.

We have successfully marketed Calgary as an exciting, dynamic business centre that has an enviable quality of life, and an excellent geographical location, along with a highly educated workforce with technological know-how.

Our strong economic
foundation has
allowed us to invest wisely
in our future...

Quality work life...

Calgarians have always put people first. We are employing each other in ever more meaningful, well-paying jobs in large and small businesses, especially in technical and professional positions. The aging workforce, the post-war "baby-boomers", began to retire in the first decade of the century leaving behind high job vacancy rates. In attracting the best available staff, employers offer flexible work packages to fit almost any lifestyle (flex-time, shorter workweeks with adjusted compensation, job sharing, early retirement, part-time jobs for seniors, work at home using advanced computers and telecommunications).

"We have invested in working conditions that provide high levels of job satisfaction, workplace health, and excellent programs such as on-site day care and a focus on employee wellness."

Citizen's vision
Calgary, 1989

Solutions to workplace problems are now commonplace, such as pay equity, policies against discrimination, benefits and pensions, anti-sexual harassment programs, and respect for elder employees.

To a large extent, Calgary is a city of financially secure families with adequate discretionary income. Poverty has declined dramatically due to strong self-help and community responsibility ethics, but the problems of the disadvantaged — and practical solutions — remain a constant challenge for generations to come. The societal goal of full employment offering meaningful, dignified work with livable wages has been, nevertheless, the highest priority of employers these past 30 years.

Work does not dominate our lifestyles however, as Calgarians are continuously balancing work, leisure and community services.

Education and training...

We have developed an educational system that brings out the best in students. Community education is directed toward creativity, information retrieval, critical analysis and clear decision-making. The net result is a self-sufficient, less dependent student population with upgraded leadership, physical, intellectual and social competence in comparison to previous generations. The system balances liberal education and cultural integrity with the need for trained human resources to meet a diverse and changing economy.

Our first-class educational facilities and programs, accessible and affordable to all and enhanced by computer-assisted education, enhance classroom opportunities and encourage learning anywhere at anytime. Every family community has an elementary school that responds to fluctuating enrollment with modular units. Community ownership and multiple use of facilities is encouraged.

Post-secondary institutions have emerged as the central knowledge banks essential to our success in the Information Age and Economy and we boast more post-secondary capacity per capita than any other Canadian city. Our institutions have extensive community outreach programs involved in developing solutions for local problems and issues. Private and non-profit educational programs complement our major institutions, providing an amazing range of opportunities. Through our powerful education network, up to one-third of our adult population participates in formal personal development at any one time.

"The future of our education system rests in the concept of life-long learning and the principle that education is a goal in itself. We strive to provide Calgarians with the flexibility of mind to keep us competitive in a dynamic world."

Citizen's vision
Calgary, 1989

As a well-known educational centre of excellence we specialize in fields such as medicine, business and international trade, renewable energy, environmental studies, microelectronics and telecommunications. The universities, colleges and institutes of learning have distinguished themselves among the ranks of world-wide educators as our quality technical programs are exported throughout the world. Calgary as a cosmopolitan city is a magnet for high quality students and scholars from all parts of the globe who go on to serve as the city's most ardent ambassadors.

Funding for our schools is no longer as dependent on government as it was in the latter half of the 20th Century. Alumni and business contribute extensively to general endowment funds that are not faculty or project-specific.

"Downtown is developing as the business, artistic and leisure heart of the city."

Citizen's vision
Calgary, 1989

A living downtown...

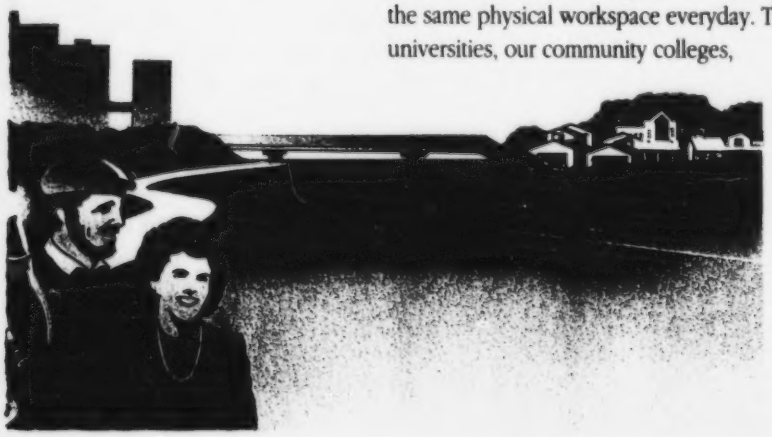
The heart of Calgary in 2020 is clearly our 'living downtown'. An exciting skyline from any direction, the business core is interconnected physically by environmentally controlled Plus 15's, and electronically by an extensive fibre optic network, our teleport, and 'smart' business complexes. Trees planted in the 1980s and 1990s provide a mature green legacy of open spaces appealing to workers and visitors. Careful development has emphasized the value of the river valley; unique living and leisure developments provide a buffer zone between the downtown workworld and nature.

Residential developements have sprung up throughout the downtown core including innovative communities in Eau Claire, East Village and other inner city communities, attracting all age and income groups to 'core living'.

A major international event similar in scale to Vancouver's Transportation EXPO '86 — Energy EXPO 2005 — celebrated Alberta's 100 anniversary. It sparked the development of markets, plazas, science centres and learning centres, as well as fine facilities like the Civic Art Gallery.

Complemented by secondary centres...

During the 1990s secondary office and business centres developed rapidly as computers and telecommunications decreased the need for all employees of a single firm to work in the same physical workspace everyday. The universities, our community colleges,



international sports facilities and hospitals have developed into 'centres of excellence', reinforcing the trend of employees gravitating to homes in nearby communities. Many social service and support programs have been decentralized to these secondary downtowns to be closer to the communities they serve. Shopping malls in these areas have developed their own unique character and local high speed transportation networks provide efficient movement between these distinct centres.

"... small towns within the city with their own green spaces, recreational facilities, support programs..."

Citizen's vision
Calgary, 1989

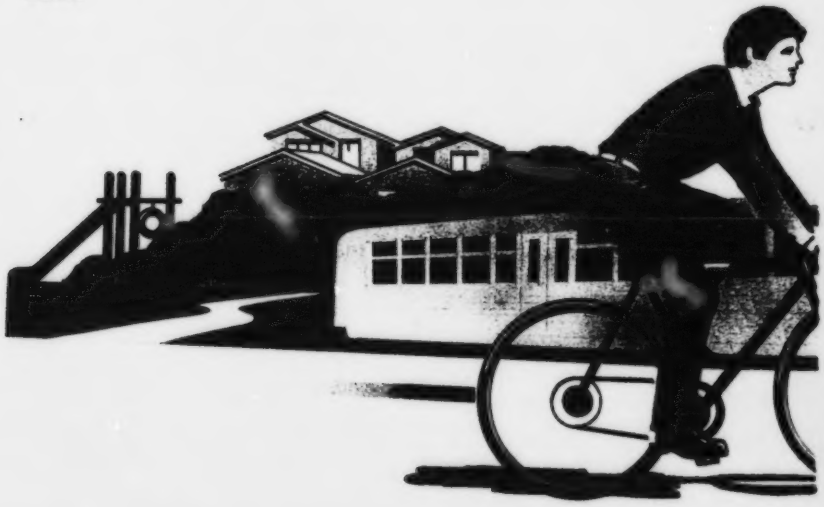
Many communities and villages each with its own strong identity...

Each community has its own small town heart – the village square or centre. Local facilities remain open and active to ensure area livability and prosperity. Multi-purpose community centres have evolved to provide for the learning, social, recreational and public service needs of the area. Shopping and professional offices can be found close by. In fact many social services such as police, recreation, library and health programs can be found in nearby cooperating community offices or facilities. Pass-through traffic in our communities has been limited and more and more people now walk or cycle, making our streets safer more than ever. The neighbourhood pub has become a meeting place where friends and neighbours gather to discuss news ranging in scope from family to world events.

Many new communities have emerged to cater to specific lifestyles. These communities are capable of supporting the special services and facilities the residents desire.

"Through their communities people take care of one another..."

Citizen's vision
Calgary, 1989



A fast, efficient and almost pollution-free transportation system...

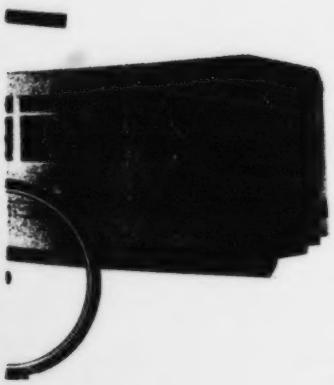
Our city transportation network in ***Calgary ...2020*** is weighted heavily in favour of public transportation with a good, well-maintained complementary road system designed for declining peak traffic volumes. Cars have been discouraged in our downtown since 1995 and now 75 per cent of downtown workers use public transit, primarily because public transit reflects our lifestyle. LRT stations, for example, are adjacent to day care facilities. Express transit connects all areas of the city to the airport, railport and satellite communities.

Calgarians take pride in 'people power mobility' and use our cycle and pedestrian pathways more than ever. We also have integrated public and private approaches to transportation (cabs, handi-bus, LRT) to make it easy for those with special needs to obtain door-to-door service at reasonable cost. Concerns over the transport of dangerous goods were resolved in the first decade of the 21st century by the new ring-road, along with major improvements to the rail line.

We can escape the hustle and bustle of the city to enjoy the mountains, prairies and badlands on high-speed transportation that has been built without damage to the environment.

"High speed public transportation is utilized by most people, eliminating traffic congestion and parking problems."

Citizen's vision
Calgary, 1989



Our environment and our desire for a sustainable economy...

"We want a natural sustainable environment - an environment of clean air, and clean water, natural habitats of diverse flora and fauna; a city that preserves, rehabilitates and nurtures its significant natural areas."

Citizen's vision
Calgary, 1989

Our accessible natural environment has not been significantly altered since the 1980s. Protection, rehabilitation and expansion of the city's natural areas and wildlife populations has been a high civic priority. A balance has been struck between development and over-use, and pollution has been severely curtailed. Rehabilitation of the eyesores of the industrial age (refinery sites, disused gravel pits etc.) is all but complete.

Now, other North American cities regard Calgary as one of the best examples of a "sustainable economy" on the continent. This important concept has been vigorously upheld by government and industry since being advanced by The National Task Force on Environment and Economy in the late 1980s. Simply put, it recognizes that the environment and the economy go hand in hand; that any development which utilizes resources and the environment today does not damage prospects for their use by future generations.

Calgarians cherish the gift of location. Our high environmental awareness and the benefit of hindsight in our past mistakes have instilled in us an urgency to control and monitor change, especially to our nearby environment (national parks, the Bow and Elbow River systems). A growing environmental management industry in our city reflects the depth of our commitment and local expertise.

Our parks and open spaces...

We are a city of parks and green spaces linked by pathways or interconnected as 'green belts'. Calgarians can travel throughout the city avoiding traffic and major roads. We have maximized the pleasure of our clean river systems — walking, cycling, canoeing, fishing, noon hour walks, riverview cafes — something for everybody. We have done a good job at maintaining our excellent regional parks with a wide variety of natural and structured environments (Bowness, Glenmore/Weaselhead, Fish Creek, Nose Hill). Man-made lakes dotted throughout residential areas of the city offer another dimension in recreational opportunities for local residents.

"Children and trees should grow together."

Citizen's vision
Calgary, 1989

Winning the war on pollution...

Our regional policy on pollution, a partnership of many public and private agencies, has inspired similar programs across Canada. Calgary's river system is an ecological model; the water is cleaner every year due to concerted efforts by all users and our high technology water treatment facilities. We have worked hard over the decades to ensure the Bow River retains its reputation as a world-class trout stream.

"We have cleaned up most of the environmental damage left to us by the 20th century - and we'll never make the same mistakes again."

Citizen's vision
Calgary, 1989

Calgarians have always had a naturally high interest level in efficient and pollution-free energy alternatives and have been a test market for countless products. Many of our communities are heated and powered by environmentally-sensitive energy sources such as the sun, wind, new low-cost electrical sources, hydrogen and fusion. And, like our predecessors, we continue to pressure senior governments for relentless enforcement of emission controls. The pay-off has been cleaner air and water. Industry, too, has been keeping in step with the wishes of Calgarians to eliminate industrial pollution altogether, more due to good corporate citizenship than to the tough new legislation developed over the years.

During most of the last 30 years, we have been recycling our waste. Our programs are convenient, economic and ecologically sound, inspiring a full-fledged recycling industry that markets its expertise worldwide.

Our Environmental Research Station is known internationally for its 'ecological peace force'. The team has developed the knowledge and resources to provide immediate emergency environmental assistance anywhere in the world.

Our volunteer

and

community ethic

are the foundations of

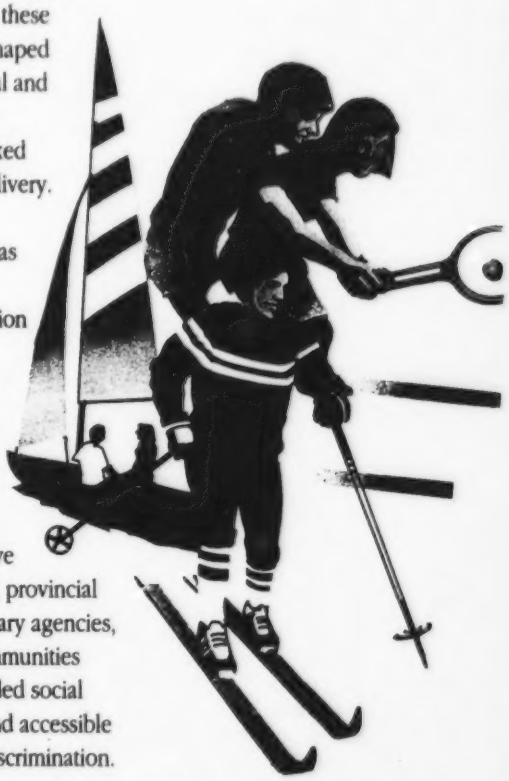
our people services

Our efforts focus on prevention and healthy lifestyles/environments...

"Calgary must make healthy decisions. A positive future will depend on people committed to wellness and supportive living conditions."

Citizen's vision
Calgary, 1989

In the 1970s and 1980s major trends emerged with both positive and negative implications: changing family structures, growing visible minority populations, greater participation of women in the workforce, escalating family and public violence, greater awareness of human rights — our response to these trends have now completely reshaped the character of our city. As social and community needs became more complex and expensive, we looked toward new means of service delivery.



Our response to the challenge was to develop an integrated social support system based on the notion that investing in Calgarians through well-funded, long-term programs and services is critical. Now the provision of social and preventive services, and special services for the disabled is the shared responsibility of innovative partnerships between municipal, provincial and federal governments, voluntary agencies, corporations and, of course, communities themselves. Our adequately funded social service providers are sensitive and accessible to all who have need, without discrimination.

Thriving community agencies and a human services network emphasize preventive health promotion, fitness and healthy lifestyles, as the human and financial costs of rehabilitation have skyrocketed. We have encouraged greater support for families so that our children grow up with opportunities for nutrition, education, recreation, personal development and emotional support. Perhaps most important, our concern for healthy individuals and environments have led to lifestyles less

complicated, stressful and materialistic than in the 20th century.

In 1987 the Healthy City Association was formed proclaiming "every one of us has an important role in maintaining and increasing the health of people and environments in the long term." We have since become Canada's best example of a 'healthy city', understanding the importance of physical, mental, social and spiritual well-being. Our efforts to remove any and all 'health barriers' have led to a reduced dependence on traditional health care systems and improved lifestyles for all residents. It is commom for decisions made by individuals, groups, firms, or governments to be guided by the health implications for Calgarians.

Calgary ...2020 **is a caring and responsible community...**

Citizens are fully involved in all aspects of their community: schools, parks, community day care centres; social, recreational and health services. Because we are involved, we have a strong sense of ownership in the city's development. Through our communities we take care of one another.

The "Imagine" program of the late 20th century, a Participaction-like effort that encouraged Canadians to revitalize the non-profit sector has helped our volunteers stand out for their diverse range of expertise, ability to initiate and follow through on action. Their reward is community prestige, recognition and moral support. Corporate citizenship, which has become the norm in Calgary, remains exemplary.

Calgary ...2020 is a caring and responsible community. The majority of Calgarians know their neighbours. They care what happens in the community and have strong feelings of

"From time to time we may all be disadvantaged. Community success can be measured by the manner in which we provide one another with opportunities and incentives to improve our quality of life."

Citizen's vision
Calgary, 1989

kinship. A deeply held awareness of the needs of others exists. We care particularly for those who are disadvantaged or disabled in any way. We understand that the disabled share our values, interests and ambitions. As consumers of public services they are actively involved in the decision-making process to establish policies, programs, and services to assist in the development of their lifestyles.

"Calgary is proud to be a safe and secure city for all. Abuses in any form are unacceptable."

Citizen's vision
Calgary, 1989

Determined to provide peace, safety and security for all...

Our community works together to ensure the peace, safety and security of all, thanks to a high level of awareness in the average citizen. Over the years, partnerships between the community and various emergency services have popularized 'the prevention ethic' toward crime, substance abuse, elderly and child abuse and violence in general.

City planning philosophy has operated with safety and security as the cornerstones of development. Every building is equipped with prevention and protection devices with electronic links to nearby emergency services. Public and private emergency systems work together and are capable of responding to a full range of emergencies.

With a particular interest in the quality of aging...

Our clean environment; education, recreational, cultural opportunities, and modern social and medical care systems encourage retired Calgarians to stay in the city. And, as the average age of Calgarians continues to climb, this substantial segment of our population has become a valuable volunteer resource. Part-time work for older persons is plentiful, meaningful and conveniently arranged to meet their needs. Many have selected early retirement accompanied by second careers developed around a life interest. Calgarians, in general, remain committed to the concept of opportunities for all ages.

Many services for seniors are provided and/or managed by themselves through community cooperatives and specialized residential communities. Seniors' condominiums, or pedestrian villages, have been built with their lifestyles in mind — an extra bedroom, hobby space, and maintenance are provided. The villages provide shopping, recreation, and optional employment in a climate-controlled environment (domes, Plus 15's to adjacent malls, etc.); transportation is direct and convenient. The introduction of tele-sales and home delivery for most commodities has made suburban living possible for all ages. Community-based home support services help the elderly remain independent in their homes and neighbourhoods as long as possible.

"We have successfully met the challenge of an aging, yet fitter and healthier society that is living longer. Well-being, dignity and individuality are hallmarks of our seniors' quality of life."

Citizen's vision
Calgary, 1989

We are proud that
we have become a
diverse city of choices and
options for all

A diverse city of choices and options for all...

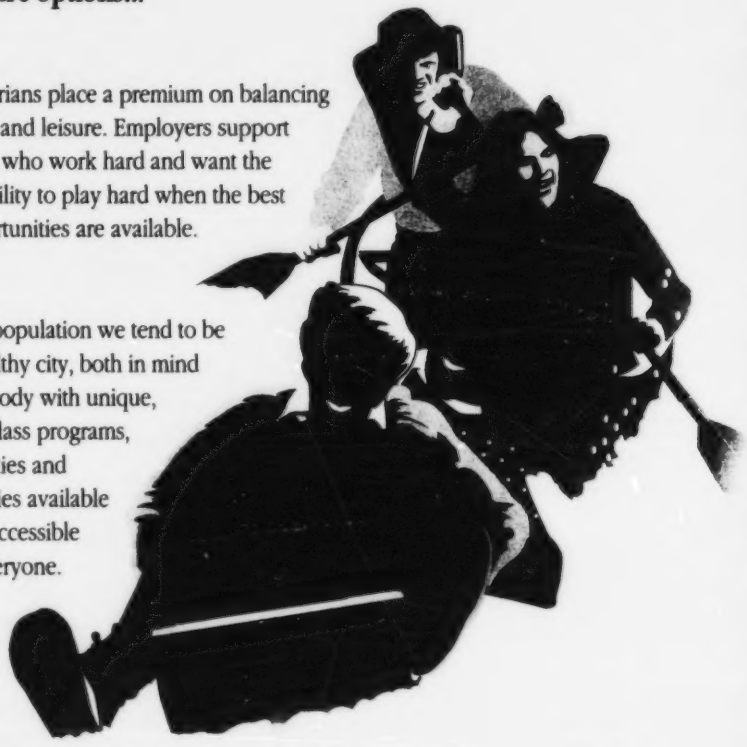
A range of housing options exists for all ages, income groups, family types and lifestyles. The 'electronic cottage' has provided alternative working conditions and helped to revitalize communities, as many now work at home, or part-time. These new communities offer vitually all the special services and facilities our citizens need.

"We cherish our leisure pursuits, sporting activities and cultural roots."

Citizen's vision
Calgary, 1989

Leisure options...

Calgarians place a premium on balancing work and leisure. Employers support those who work hard and want the flexibility to play hard when the best opportunities are available.



As a population we tend to be a healthy city, both in mind and body with unique, first-class programs, activities and facilities available and accessible to everyone.

Participation in physical recreation at our first class community and competition facilities is brisk, and support for professional and amateur athletes and teams has become a tradition. We followed our 1988 Winter Olympics 'hosting success' with many distinguished world events such as Energy Expo 2005.

Cultural options...

Culture and the arts have increased in prominence over the past 30 years. We support a range of activities, from strong community-based programming to world-class productions and exhibits. We celebrate our arts, culture and heritage at major weekend festivals from June to late September.

The arts communities have blossomed over the years and form an increasingly significant part of our city life and economy. The new Civic Art Gallery provides a fine complement to the numerous other galleries and exhibits spread throughout the city. The Calgary Centre for Performing Arts and similar major facilities provide a venue for theatre, dance and music groups to present high quality performances on a regular basis. A highlight of our year is the Calgary Arts Celebration, and our 'writer's guild' is becoming internationally known as a focal point for the literary arts.

Strong support and critical recognition of the avant-garde arts exists in Calgary — alternative artist-run centres that undertake the research and development component of arts and culture. Today everybody has opportunities to be creative; many can be found working on a craft, book, dance, music score, painting, video, sculpture...

"We have developed many civic venues to showcase all art forms and our artists have become central to our society - respected by all."

Citizen's vision
Calgary, 1989

"Our urban and community design reconciles the balance between our "built" and natural environments."

Citizen's vision
Calgary, 1989

Climatic options...

Northern cities around the world regard Calgary as a progressive winter city that has embraced the joys of cold climate living and recreation with innovations in design, technology, programming and lifestyles. The Winter Olympic Games held here in 1988 provided the catalyst for achieving world recognition as a winter sports training centre. Our annual Winter Festival compares in stature with the time-honoured Calgary Stampede.

Nevertheless, as Calgary is a city of choices and options, people can remain inside when visiting downtown through a network of Plus 15's connecting each building. And our new state-of-the-art stadium with its retractable roof is used year-round for an exciting variety of events and activities.

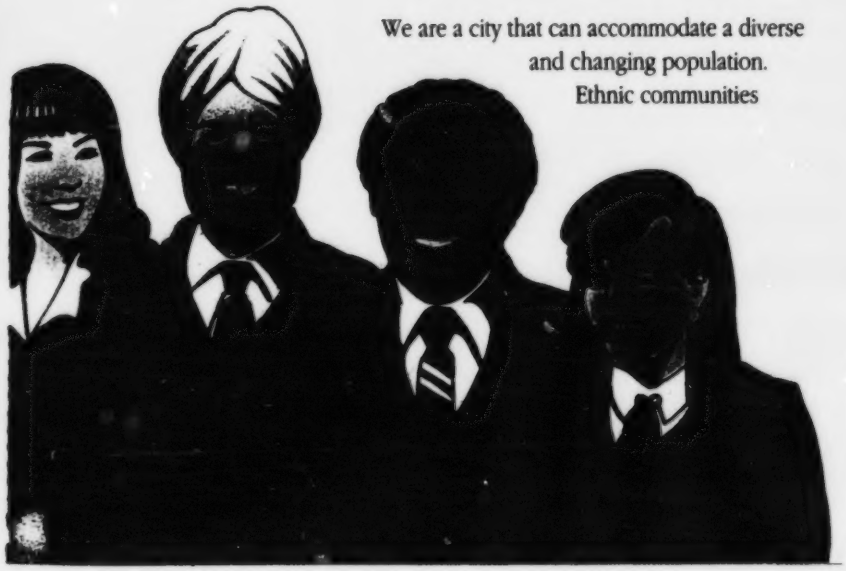
Multi-cultural options...

Calgarians have overcome the difficulties that came with high immigration at the turn of the century. Together we have come to realize the multi-cultural dream and have established a truly pluralistic community that thrives on diversity. Discrimination based on race or religion is uncommon, and we celebrate our differences in many multi-cultural festivals throughout the year.

Schools are helping our youth prepare to function in the 'global village' by providing opportunities to learn languages and study other cultures. Our citizenship classes for new immigrants help students understand and appreciate the Canadian way of life and how to participate effectively in the international community.

Calgary is becoming a favoured destination for immigrants who find employment opportunities quickly and are welcomed into the business community. By the same token, our international and commercial trading success can be attributed in part to the knowledge and expertise of our ethnic communities. As new Calgarians establish businesses and import expertise, technology and capital from their mother countries, they assist Calgary's major exporters by building 'bridges' to our new trading partners in those countries.

We are a city that can accommodate a diverse and changing population. Ethnic communities



have managed to preserve and share their cultures while fully supporting Calgary's overall values and lifestyles. As a result, well-thought out policies reflect the dual objectives of encouraging cultural diversity while maintaining community harmony, unity and openness. And from our native neighbours their traditional values and understanding of environmental issues have helped shape our sense of community, sharing and celebration.

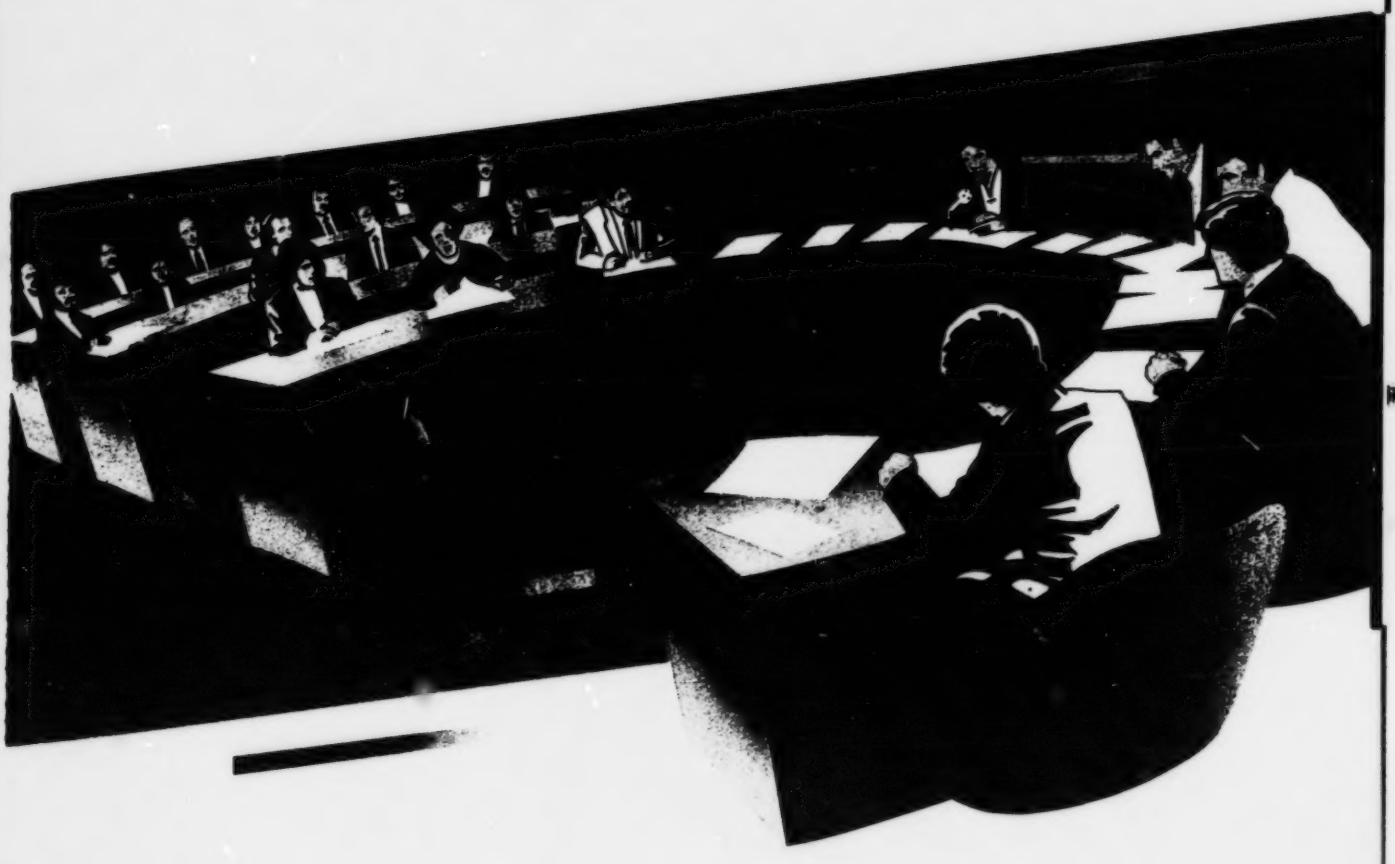
"We have chosen as our civic theme - "equality and prosperity" - achieved through humanistic values and education."

Citizen's vision
Calgary, 1989

Participating in

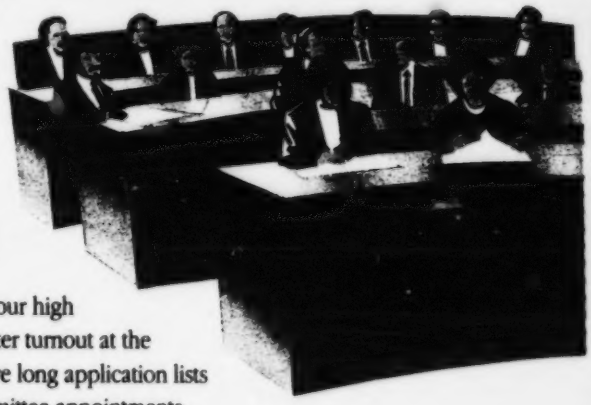
decisions

about our future



Participating in decisions about our future...

Our decision-makers are in touch with us through electronic opinion polls, citizen panels and a task force approach to problem-solving. Political agendas and background material are available on interactive television in every home and office that values involvement. City Council is flexible and approachable, and responds to the changing needs of Calgarians and the trends affecting the city.



All Calgarians and their interest groups participate in government as active citizenship is expected from all sectors of the community. Because of our high level of involvement, voter turnout at the polls is high and there are long application lists for board and civic committee appointments. More than ever our school boards and municipal governments plan together for the extended use of joint facilities and sites. In our efforts to take a active role in shaping the future, our municipality makes regular representation to provincial and federal governments.

"Our governments are an extension of ourselves and our communities. Citizenship and involvement are assumed in Calgary."

Citizen's vision
Calgary 1989

Fiscal responsibility...

Over the past 30 years the emphasis on fiscal responsibility and managing debt within our means have been the key measures of accountability. Civic government has developed a financial support system that is affordable and acceptable to the citizens. Major expenditures, endorsed only after consultation with citizens, are adequately funded and developed to our high community standards. We have agreed to invest in our future —

together we have determined intelligent and accountable ways and means to meet the needs and dreams of Calgary 2020.

Our Futures Resource Centre has kept Calgarians informed about the choice of tomorrows available. We have selected well and on a timely basis over the years.

"Local governments have access to funding for services requested and required by Calgarians."

Citizen's vision
Calgary 1989

To the participants of *Calgary ...2020*,

In 1989 more than 300 Calgarians participated in developing a vision of what Calgary would - and could - be like now in 2020. You hoped it would be a picture of a "desired state for the future" to channel the energies of present and future Calgarians over the next three decades.

We're glad you dared to dream... to be 'utopian' The very fact that you all shared the same dreams gave us the courage to reach for it, to try to attain your vision of what Calgary could be today - in 2020. You could have published a "Problems Facing Calgary" document which would have showed us the difficulties we would face going into the 21st century, but you chose instead to dream, to show us what was truly possible if we made it a community effort.

*"..with hard work, innovation and widespread commitment to the **Calgary ...2020** vision, Calgary will continue to prosper as a modern, exciting city that never forgets our historical roots, people, or environment."*

Citizen's vision
Calgary, 1989

Over the past three decades (1989 -2020) the ***Calgary ...2020*** vision has:

- given Calgarians the confidence to reach for their dreams - to go on creating a city and quality of life that is uniquely ours;
- shown that our citizens have the expertise required to do almost anything - and the courage to innovate... to be first;
- proven beyond a shadow of a doubt that economic prosperity and environmental stewardship go hand in hand;
- demonstrated that Calgary is truly a caring, friendly city; and
- established Calgary as host, educator and consultant to the world.

With this document, and the help of solid public, private sector and community leadership, we have taken great strides in shaping the Calgary any generation would be proud to call home.

We hope you enjoyed your reading excursion into the 21st Century...

If what you read appeals to you as a Calgarian, and to your vision of what you would like to leave for future generations... remember... TOGETHER WE CAN MAKE IT HAPPEN ! You have reminded us as Task Force members, authors and facilitators that it remains only a piece of paper unless action is taken.

The Task Force proposes to develop an Action Plan by 1990 to help get started on our way to achieving ***Calgary ...2020****. The plan will be consistent with the goals, strategies, and principles developed by the Task Force and outlined below.*

Towards Calgary ...2020
Concepts to guide our Action Plan

Goals

- *To build awareness of our vision for* ***Calgary ...2020*** *- to ensure that community leaders know what Calgarians have imagined for their collective future.*
- *To achieve the vision - to focus our energies and resources to make it happen.*
- *To keep* ***Calgary ...2020*** *alive and current - it must be updated from time to time.*

Key Strategies

1. *Capitalize on the enthusiasm of those who have already invested in **Calgary ...2020** - the participants of the visioning process to date.*

2. *Distribute the vision for **Calgary ...2020** widely - ensure that all Calgarians have access to the document.*

3. *Ensure continued community support for organizations and groups already committed to the main themes of **Calgary ...2020.***

4. *If a particular **Calgary ...2020** theme requires additional development or direction, a 'people focus' (a group to promote the theme), Calgarians should create one.*

5. *Support the ten task forces proposed in 'Calgary ... into the 21st Century' (published by the Calgary Economic Development Authority) - the business community is already committed and their ten strategic challenges relate directly to **Calgary ...2020** themes.*

6. *City Council to select and support a few 'catalyst projects' - to emphasize priority **Calgary ...2020** themes and to show that Calgarians are committed to achieving **Calgary ...2020.***

7. *Establish **Calgary ...2020** as an 'umbrella policy' guiding all plans to be developed in the city, as a tool for evaluation of public policy alternatives and as one means of measuring our achievement.*

8. *Keep the vision alive and current - our progress must be monitored and our vision updated as our perspectives on the future sharpen.*

Principles

- *The Action Plan will establish broad directions - the details will be left to committed groups and agencies to determine.*
- *The Action Plan will focus on first steps (toward our vision) - Calgarians can decide how and where to proceed once the momentum has been established.*
- *The Action Plan will not be directed by any one organization or body - a cross section of Calgarians must be involved in achieving the vision.*
- *We will not depend on City Council to provide all of the initiative or support required to get things moving - the Action Plan will ask many groups to provide the needed incentives and catalysts.*

Together we can make it happen!

*The **Calgary ...2020** Task Force,*
Calgary 1989.

Thank You to all those who helped create this Vision of ***Calgary ...2020*** *- The Participants:*

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